

# Government Efficiency and Accountability Review (GEAR)

GEAR31 Board Meeting  
September 13<sup>th</sup> 2022



<https://GEAR.Delaware.gov/>

# Agenda

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15 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes
  - 2022 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

# Introductions

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## Roll Call

# Old Business

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## **Review/Approve Minutes from Prior Board meeting**

*Final draft version sent to Board for review September 8<sup>th</sup>, 2022*



# Old Business

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## 2022 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	<del>Tues, 1/11 at 10 am</del>	<del>Virtual</del>
March	<del>Tues, 3/16 at 10am</del>	<del>Virtual</del>
May	<del>Weds, 5/18 at 10am</del>	<del>Carvel and Virtual</del>
July	<del>Tues, 7/12 at 10am</del>	<del>Carvel and Virtual</del>
September	Tues, 9/13 at 10am	Carvel and Virtual
November	Weds, 11/16 at 10am	TBD

Meetings will be held both in person and virtually.  
Detailed information will be provided prior to meeting date.

*Please contact Bobbi DiVirgilio at 302-577-8546 or [bobbi.divirgilio@delaware.gov](mailto:bobbi.divirgilio@delaware.gov) for more information*



# New Business

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- Introduction
  - Position change – Congratulations Dan Madrid!
    - Deputy Director of GEAR, GEAR Field Team Leader
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- GEAR Continuous Improvement Practitioner Status
  - Cohort 4 – 18 trainees began training 9/8/22
    - 8 candidates wait-listed
- 2022 GEAR Annual Report
- GEAR Portfolio Summary

# GEAR P3 Task Force

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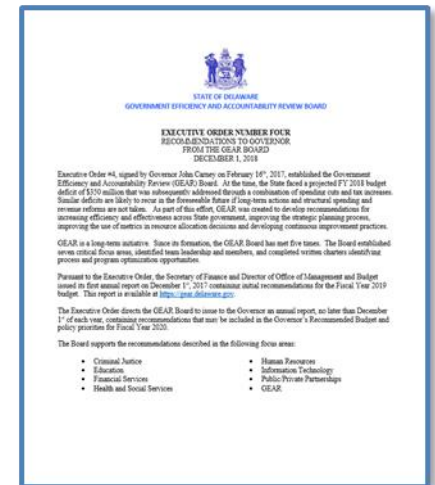
- Meeting held August 25
  - Ready in 6 focus
    - Draft Survey reviewed
    - Survey purpose
      - Identify specific process pain points and bottlenecks
        - Private sector customers of permitting services
        - Public sector providers of permitting services
  - Task force input
    - Improved draft
    - Confirmed use of electronic distribution
  - Next Actions
    - Sub-team meets
      - Electronic survey finalized
      - Recipients defined/sent

# GEAR Annual Report

- Sixth annual GEAR report
- Describes continuous improvement achievements, recommendations for the Governor
- Emphasis on quantifiable outcomes
- Narratives needed from all Board member agencies

## 2022 Schedule

Sept	Annual report guidance distributed to teams, review content contributions
Oct 3rd	All content contributions due from teams
Nov 9th	Final Draft emailed, Board reviews
Nov 16th	GEAR Board review/approval
Nov 19 <sup>th</sup>	Final comments due from Board
Nov 22 <sup>nd</sup>	Final version mailed to Board
Dec 1 <sup>st</sup>	Report posted on GEAR website





# GEAR Annual Report

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## Each activity submitted needs to include:

- Short narrative, 2-5 paragraphs in length, that describe:
  - Problem addressed
  - Proposed solution
  - Actual solution (if different)
  - Results described and quantified
- Concise one paragraph description
  - Included within the executive summary section of report

# GEAR Annual Report

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## Example quantifiable outcomes across 4 categories

**Reduced Costs** – fixed costs, total cost of operation, time or people involved, raw materials consumed, or reused/repurposed assets/resources

**Process Improvement** - complexity reduction, number of process steps/elimination of waste, velocity of process, or number of errors

**Enhanced Value** – return on investment, competitive advantage, revenue/profit, quality, or project management tools used to deliver project(s) on time and/or under budget

**Customer Outcomes** – customer satisfaction, customer engagement (including employees), net promoter scores, or user experience ratings

# GEAR Portfolio

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- 11 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio
- Project Health
  - Green Project performing to plan
  - Yellow Project experiencing manageable challenges
  - Red Project experiencing significant issues
  - Gray Project being assessed or withdrawn
  - Blue Project complete
  - Purple Quantifiable outcomes measured for project in operations
- 120 total projects

# GEAR Portfolio Projects by Organization

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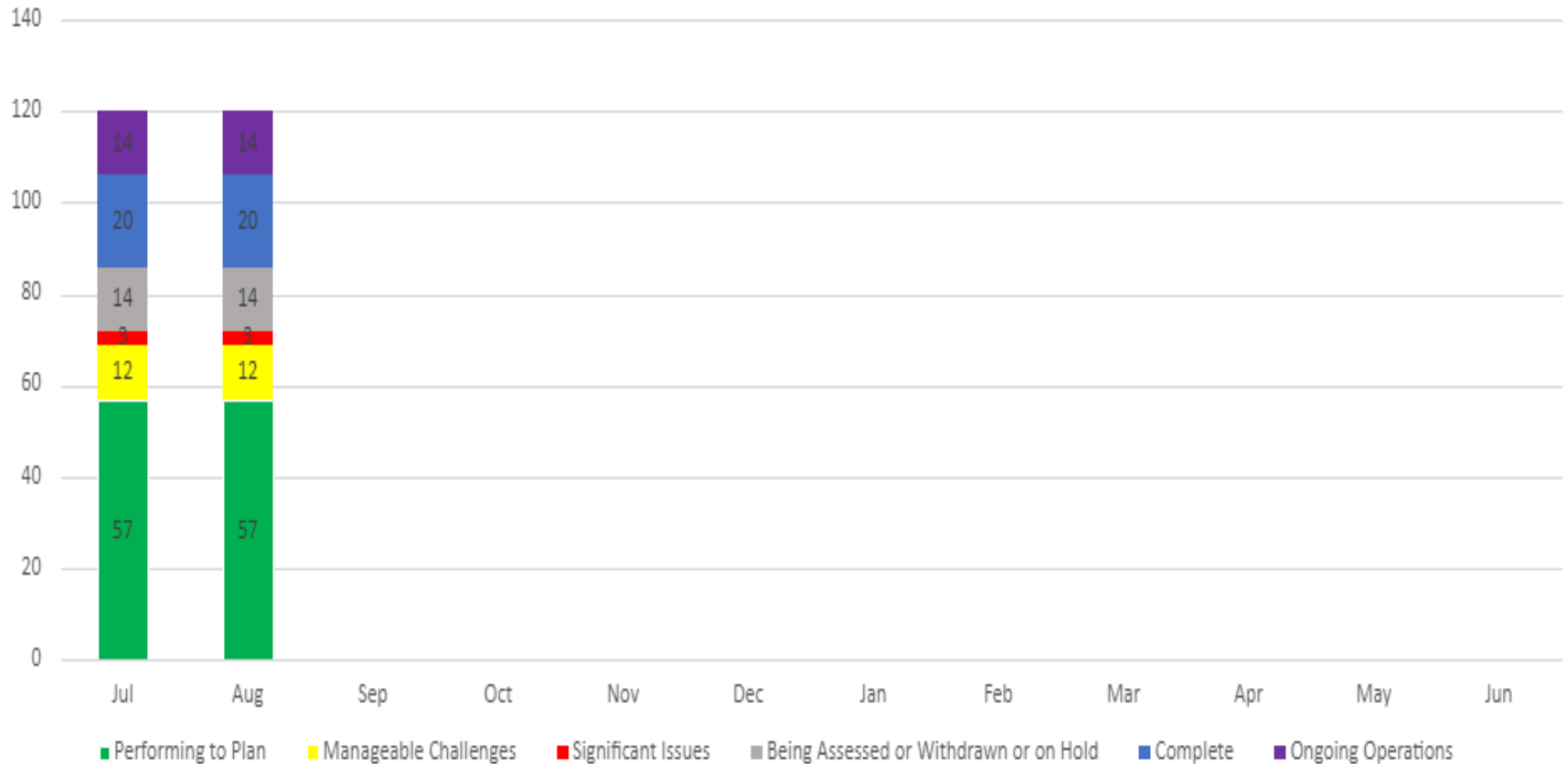
• DHSS	24
• DOS	5
• Judicial Branch	8
• DOE	7
• DNREC	10
• DSCYF	4
• DOJ	1
• DSHS	1
• ESD*	51
• GEAR P3	3
• GEAR	6
• <i>De/IDOT</i>	0
• <i>DOC</i>	0
• <i>DOL</i>	0

**\*Enterprise Services Delivery team includes:**

- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts

# GEAR Portfolio Projects by Project Health

FY 2023 Project Totals



# Deep Dives

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## Enterprise Services Delivery (ESD) Team

# ESD Strategic Project Roadmap View

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- Prototype high level view
- Subset of 120 projects
  - Modernization
  - ERP migrations
  - Integrated projects across Agencies

# ESD Deep Dive Project Presentations

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- **Finance Strategic Roadmap**
  - IRAS – Bryan Sullivan
  - ERP Modernization – Jane Cole
  - Statewide Land use inventory – David Edgell
- **OST Strategic Roadmap**
  - Local Banking – Deanna Bledsoe
  - Digital Government- Deanna Bledsoe
  - Treasury Management System(s) - Deanna Bledsoe



# Strategic Roadmap Overview

Enterprise Service Delivery - Project Factors											
Agency with Project #	Enterprise Level Projects	Start Date	Anticipated Completion Date	Current Project Phase	Priority	Primary Quantifiable Outcome Category	Cost	Remaining Days To Completion (Autocalculated Based on Completion Date)	Internal Effort (Estimated Total Staff Hours)	Return on Investment (ROI) Category	Agencies Impacted (Insert Agency Acronyms or "All" or "Most")
3.0	DOF Strategic Roadmap										
3.1	Integrated Revenue Administration System (IRAS)	7/15/2019	12/31/2023	Project Implementation	Very High	Process Improvement	Major (>20M)	341	TBD	Medium	OST
3.2	ERP Migration	6/1/2022	6/30/2029	Requirements and Data Gathering	Medium	Process Improvement	Major (>20M)	1776	204000	Medium	All
3.3	Statewide Land Use Inventory	8/8/2018	6/30/2024	Requirements and Data Gathering	High	Process Improvement	Medium (\$250K - \$1M)	471	1350	Medium	All
4.0	OST Strategic Roadmap Projects										
4.1	Local (over the counter) banking project	9/1/2019	12/31/2022	Project Implementation	Medium	Process Improvement	Medium (\$250K - \$1M)	81	920	Low	Most (Agencies with OTC Banking Needs)
4.2	Digital government - payment portal	10/1/2021	12/31/2024	Project Charter	High	Customer Outcomes	High (\$1M - \$5M)	603	7300	Medium	Most (Agencies with credit/debit/ACH needs)
4.3	Treasury management system(s)	4/1/2022	12/31/2025	Requirements and Data Gathering	Medium	Process Improvement	Medium (\$250K - \$1M)	864	4000	Medium	OST/DOA/DTI
Totals by Priority (Risk Level) -->		Low	0	Totals by Cost-->		Low	0	Totals by ROI Category-->		High	0
		Medium	3			Medium	3			Medium	5
		High	3			High	1			Low	1
		Very High	1			Very High	0			Negative	0

Government	Percentage
Current government	85%
Previous government	15%

# Input from Board

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- Strategic Roadmap Overview
  - Modify existing data elements and/or additional project categories to include?
  - Schedule showing multiple concurrent projects useful?
  - Data visualization of cost impact valuable, or are there other factors that need to be easily visualized?
  - Other questions or input

# Deep Dives

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## GEAR Field Team (GFT)

# GFT Deep Dive Project Presentations

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1. Permitting Repairs  
Of Small On-Site Septic  
Systems

**Win Abbott, DNREC**

2. RFID Phase 1

**Elizabeth Emerson, DDL**

# Permitting Repairs Of Small On-Site Septic Systems

Department of Natural Resources and  
Environmental Control

Division of Water

Project Owner: Win Abbott



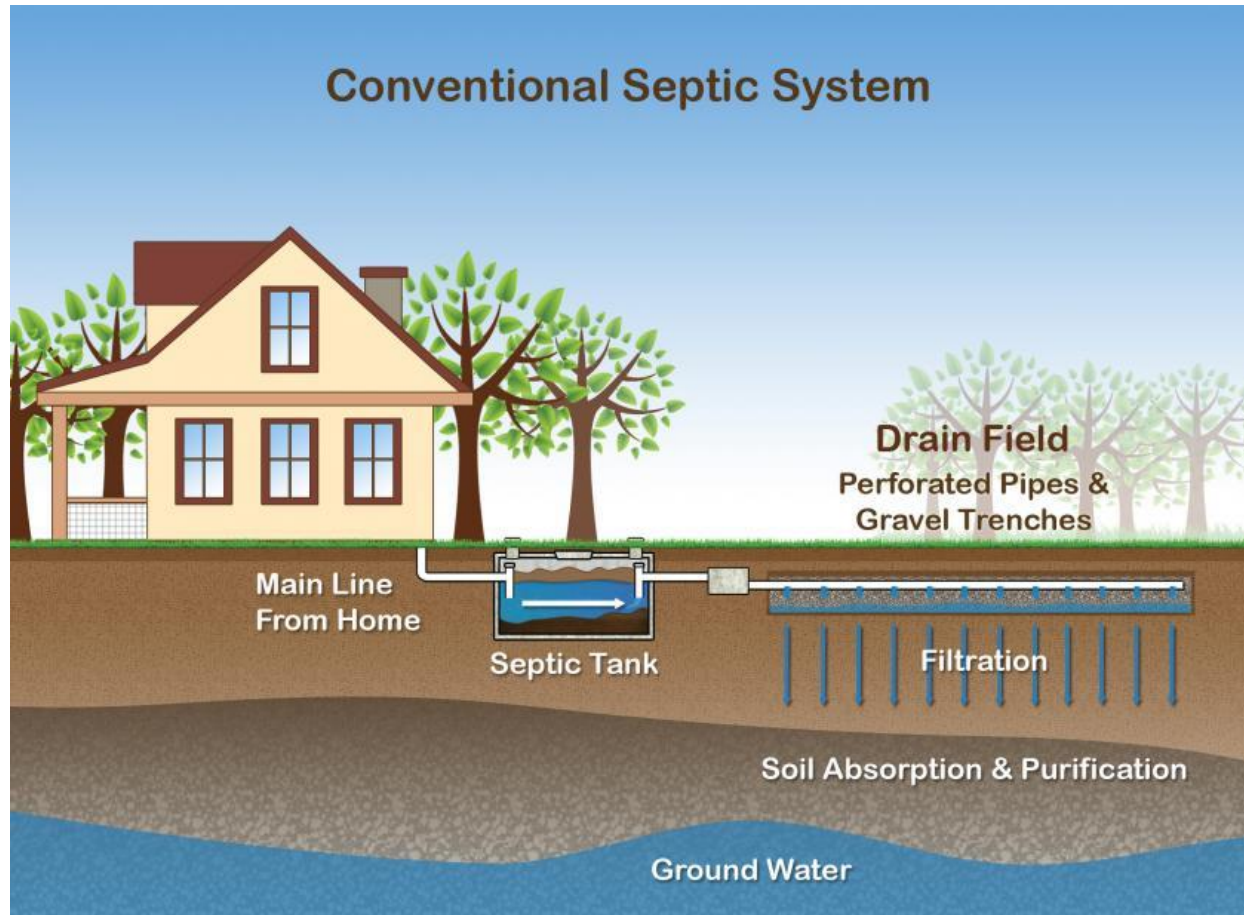
# Overview

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- Repairing an existing septic system constitutes more than 34% of more than 2500 (2019 value) permits processed by a handful of staff each year.
- These permits have no fee and more than 90% are processed without additional technical requirements.
- Expedited processing would have positive impacts for homeowners, contractors and staff.

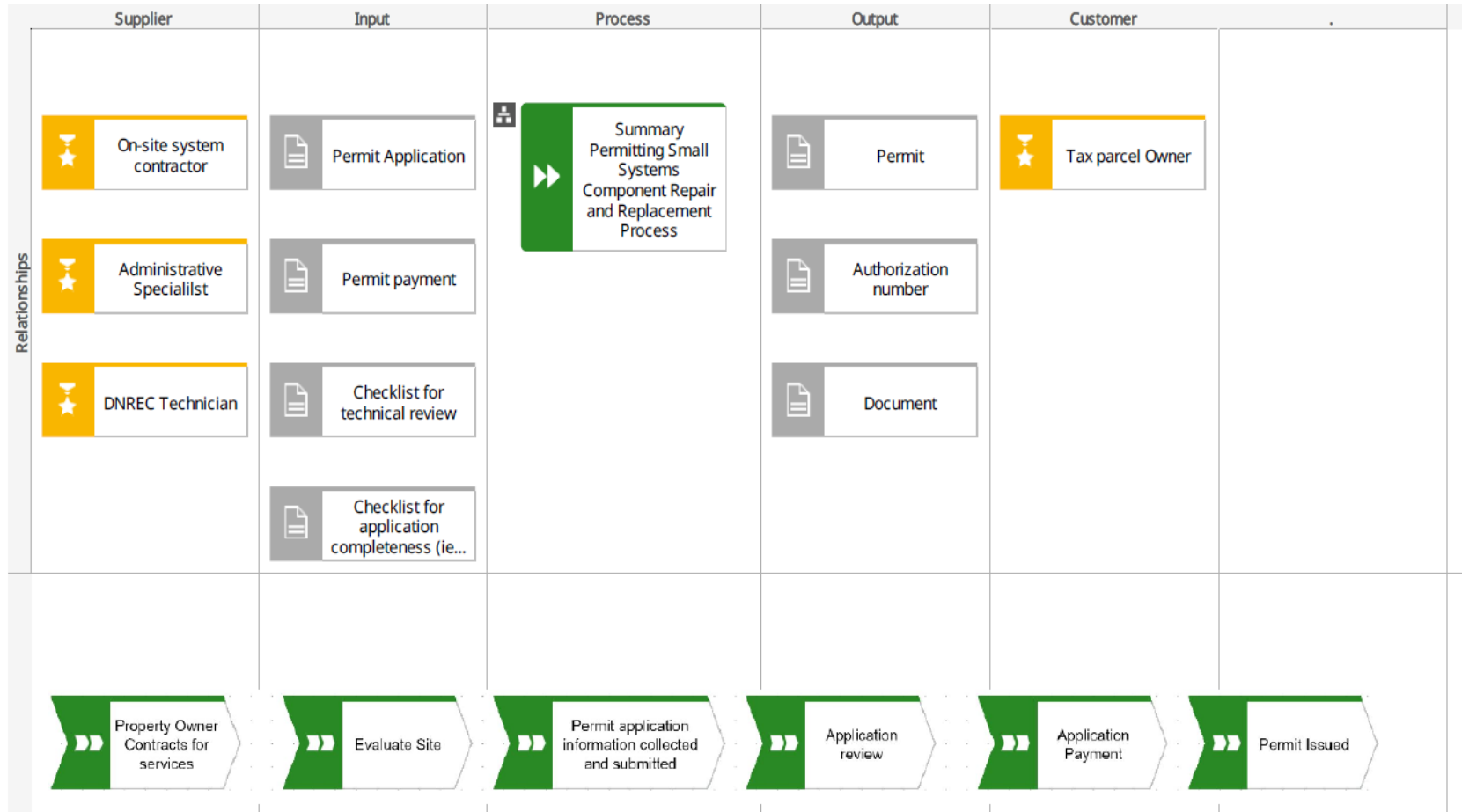
A Homeowner Suspects a problem  
And contacts a licensed On-Site System Inspector

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All Permits are processed on a First-in, First-out basis  
Output timing is uncertain (4-10 days)



# Points of Pain

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- Homeowner has no, or limited, use of all services related to wastewater
- Contractor scheduling to deploy equipment and personnel is uncertain
- Staff are overwhelmed by many applications that require no technical review
- The Department is not compensated for this particular permitting service

# Progress

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- The DNREC E-Permitting Initiative presented an opportunity to review the business process, with respect to the value added.
- Logic models were developed – to qualify permit applications for expedited processing
  - Up to date inspection record, type of repair, etc.

# Next Steps

## Process model logic

## Web-based application, with logic (red)

	Requires Permit	Requires Class H if system older than 10 years	Self-permit?	Price
Component replacement	yes	yes	If permit/Class H found, self permit, else manual review if uploaded	\$0.00
System Repair	yes	yes	If permit/Class H found, self permit, else manual review if uploaded	\$0.00

	Site Evaluation	Self-permit?	Price
System replacement	Yes	Always Manual Review	\$50.00 / \$115.00
New Construction	Yes	Always Manual Review	\$50.00 / \$115.00
*Upgrade	Yes	Always Manual Review	\$50.00 / \$115.00

### System Information

Permit #: XXX ###-###  
 Tax Parcel ID: XX-##-####-##-###-###-###  
 Address: 123 Main Street, Dover, 19901  
 System Type: Gravity FD, Bed, Sand-lined,  
 System Install Date: 1/1/1985  
 Last Class H Inspection: N/A  
 Number of Bedrooms: 4  
 Expected flow: XX gallons/day

TBD – which fields do we show here to identify permit properly?  
 Permittee name is in public data already – or show URL to open data

☐ I have verified that the system information above is accurate and applies to the property being applied for in this application.

This system is older than 10 years. A Class H Inspection is required before any replacement, repair or construction work can be authorized online.

I have a Class H inspection completed within the last 3 years.

- ☐ Yes
- ☐ No

A Class H inspection is required to complete this application. Contact the Division of Water at 302-739-9945 for assistance.

Class H Inspection Number	Date of Class H Inspection	Upload Inspection
<input type="text"/>	<input type="text"/>	<input type="button" value="Choose File"/>

The Class H inspection must be less than 3 years old. You must have another Class H inspection performed before submitting this application.

0 records found  
 Please try searching again.

☐ Check here if you are unable to locate your system but have a copy of the permit or Class H inspection available to upload.

I have the following documents?

- ☐ A septic permit
- ☐ A Class H Inspection
- ☐ Both septic permit and Class H inspection
- ☐ Neither

Show permit upload  
 Show Inspection upload  
 Show both  
 Show error message

A septic permit or Class H inspection is required to complete this application. Contact the Division of Water at 302-739-9945 for assistance.

Permit Number      Upload Permit

If No } blocker  
 If Yes } If uploaded, then application is manual review

If Neither } blocker



# Challenges

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- Beta testing with staff and select vendors scheduled late 2022
- The discovery and implementation phases of the project established a basis for business process and value stream mapping of other permitting and licensing activities
- Staff need to “let go” of routines and embrace higher value work

# GEAR Board Ask

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- Support for continued implementation of technology
- Support for cost recovery and re-evaluation of fees – as set by legislation in 1991

# Radio Frequency Identification (RFID) Phase 1

Department of State

Division of Libraries

Project Owner: Michelle Hughes



# Overview

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## **Radio Frequency Identification (RFID) enables faster check-out and self check-out for Delawareans**

Project included RFID tagging entire current collection  
- 814,437 items

- Project Started in Oct 2021
- March interviews started for tagging technicians through Backstage
- Project Launched in April 2022
  - 14 libraries & 2 bookmobiles participated
  - 21 self check machines deployed
- All Kent County libraries participated, 8 Sussex & bookmobile & 2 NCC

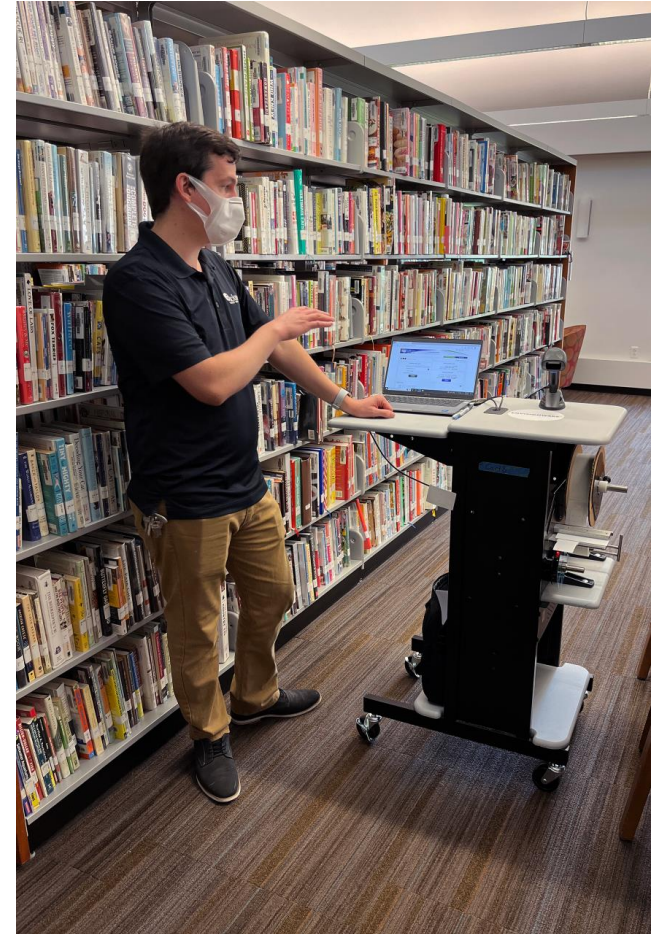




# In Progress

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- Last library in Phase 1, Newark (New Castle County Public Library) expected to be completed around September 16
- Scheduling of Phase 2, expected begin around September
- Phase 2 scheduled through the middle of April 2023 (depending on supply chain issues)



# Progress

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## Onsite installation and training:

- June 21 - July 1 - RFID equipment installed, and staff trained. Self check machines deployed at 21 libraries.
- RFID Libraries completed were:

Dover	Kent County & bookmobile	Harrington
Georgetown	Lewes	Milford
Rehoboth Beach	Selbyville	South Coastal

- Self check libraries:

Hockessin	Kirkwood	Newark	Route 9
Dover (2)	Elsmere	Milford	Woodlawn
Bridgeville	Georgetown	Greenwood	Lewes
Milton	Rehoboth Beach	Selbyville	South Coastal

- August 8-11 - RFID equipment installed and staff trained for remaining phase 1 libraries. Self check machines deployed at 2 additional libraries (Wilmington and North Wilmington)
  - Sussex bookmobile
  - Greenwood
  - NCC Technical Services
  - Hockessin
  - Newark

# Next Steps

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- Phase 2
- Follow same process as in Phase 1, scheduling when the team(s) will be in each library.
- 2 trainings onsite (times to be determined)
- 23 additional libraries will be tagged including:
  - All public libraries in NCC
  - 1<sup>st</sup> School District – Colonial school district (High school & Elementary schools)
  - Del-Tech – Wilmington
- Delmar is switching RFID vendors to DDL vendor

# Challenges

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- Supply Chain
- Inventory – wands that were purchased don't integrate with our database. Working on a network solution to integrate with current catalogue.
- Outside vendor
- Communication issues
- Staff Training:
  - Workflow changes, pads are sensitive
  - Closing the window when they are done
  - Untagged items

# How Can You Help?

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What do we need from the GEAR Board?

- Spread the word!
- Use the Library and check out the new RFID system



- **Open Topics Discussion – Board**
- **Public Comment**

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

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